



MEMORANDUM

TO: Honorable Mayor & City Council

FROM: Adam Benson
Director of Finance

SUBJECT: FY 2020-21 Midcycle Budget
Development Questions/Responses #4

DATE: June 16, 2020

PURPOSE

The purpose of this memorandum is to transmit to the full City Council and public, responses to questions raised by City Councilmembers related to the Fiscal Year (FY) 2020-21 Proposed Midcycle Budget. To the extent additional information becomes available on any of the responses below, updates will be provided.

QUESTIONS AND RESPONSES

- 1) **Provide the projected fiscal impact, if we were to make the following amendments to our gross receipt tax system (business license tax):**
 - a. **Exempt the first \$100,000 of revenues from taxes. (this would be marginal, so the first \$100,000 would be exempt regardless of the total amount of revenue).**
 - b. **Add a new incremental tax level, for revenues above \$10 million per year, of an additional 1% (this would be a higher level only for the share of revenue that exceeds the \$10 million amount, it would be added on top of their existing tax level). [Kaplan]**

See attachments 1a and 1b.

- 2) **What areas are disproportionately affected by property destruction/vandalism over the past two weeks? How will Oakland help these small businesses to reopen? [Gallo]**

Over 70% of the damage occurred in seven neighborhoods: Downtown, Chinatown, Fruitvale, Foothill Square, Broadway Valdez, Uptown and Coliseum. EWD staff has been in touch with the business and property owners associated with each incident, and plan to complete outreach by June 12. As has been done in the past, staff inquire with businesses re the type of damage, if they have insurance, if they've gotten estimates and filed claims, and ask how the City can best help. Staff shares resources such as those found on <https://www.oaklandca.gov/resources/resources-for-business-impacted-by-demonstrations>, including the Oakland Indie Alliance's Small Business Repair Fund providing \$600 grants to businesses with storefronts damaged by protests. EWD staff is exploring additional resources for impacted businesses.

- 3) **Business Mediation - As we carefully transition out of COVID-19 sheltering in place, helping our independent small businesses and nonprofits must be a high priority. Unfortunately, neither state law nor the Governor's executive orders give us local authority to limit**

commercial rents. What would it cost on a short-term basis for the city to contract with a mediation service/consultant (nonprofit or otherwise) to assist our small businesses and nonprofits in working together with their commercial property landlords to temporarily lower rents and work out long-term rent payment plans? [Kalb]

EWD currently offers businesses free legal support through the Business Assistance Center and an existing partnership with the Lawyer’s Committee for Civil Rights (LCCR) (<https://lccr.com/get-help/economic-justice-legal-services-for-entrepreneurs-lse/>). LCCR currently offers both legal workshops, including one on rent negotiation, and one-on-one lawyer support for individual businesses. EWD has reached out to LCCR regarding expanding services and will provide an update when they hear back.

A link to LCCR and other free legal resources are posted on the City’s website:

<https://www.oaklandca.gov/resources/coronavirus-2019-covid-19-business-and-worker-resources#steps-to-preserve-cash-flow-388249>

4) What is the status of the \$1.6 million for ‘cannabis equity business funding’ and the \$500,000 for ‘Cannabis Equity TA Funding’? (#11 and #12 of FY19-21 Budget Exhibit 2) [McElhaney]

\$400,000 of the \$1.6 million allocation for Cannabis Equity Business funding is being reduced in the proposed budget. The remaining has been spent. Of the \$500,000 for Cannabis Equity TA funding, \$330,000 have been spent on technical assistance. Investments in Cannabis programs are significantly increased due to the \$1.6 million grant from the Bureau of Cannabis Control and \$6.35 million grant from GOBIZ.

5) What is the status of the \$100,00 of community mural funding assigned to EWD? (#19/19a of FY19-21 Budget Exhibit 2) [McElhaney]

The \$100,000 for community mural funding is still available for grants.

6) The record unemployment associated with COVID requires this City to strongly respond. In the last budget, the City invested additional funds in local workforce development organizations. Have those additional funds been spent? (#22, #23, #25, #26, #29 of FY19-21 Budget Exhibit 2). Are these organizations positioned to provide immediate support to the record number of unemployed and would it be more efficient to disburse small business support through them as opposed to directly from the City? [McElhaney]

22	1010	EWD	Vocational and trades training program expansion	-	125,000	125,000	-	150,000	150,000	Allocation to be approved by the Workforce Board
23	1010	EWD	Cypress Mandela - Add resource support to expand job training programs and to add related services	-	200,000	200,000	-	250,000	250,000	Allocation to be approved by the Workforce Board
24	1010	EWD	Add 1.00 FTE Urban Economic Analyst III	155,024	-	155,024	160,624	-	160,624	East Oakland business assistance improvement staffer
25	1010	EWD	Day Laborer program	-	25,000	25,000	-	50,000	50,000	Move existing funding to EWD
26	1010	EWD	Chinatown and Eastlake BID feasibility study	-	125,000	125,000	-	-	-	
27	1010	EWD	Signage and capacity building for Black Arts Movement Business District	-	75,000	75,000	-	-	-	
28	1010	EWD	Diamond BID	-	20,000	20,000	-	-	-	
29	1010	EWD	Oakland Private Industry Council	-	200,000	200,000	-	-	-	Allocation to be approved by the Workforce Board

Item 26 is not a workforce item. This item is related to Business Improvement Districts feasibility studies in Project 1000147. Staff plan on taking a resolution to Council in July to authorize disbursement of those funds in the form of grants.

Items 23, 25, and 29 were contracted to nonprofit service providers for workforce development. OPIC, Cypress Mandela and Causa Justa are well-positioned to provide services to workers displaced due to COVID-19. Because there is great demand for jobseeker services on these nonprofits, it is more efficient that City staff focus on the business community.

For Item 22 (vocational trades), in light of expanded grant funds for workforce programs, the Administration's budget proposes to eliminate \$125,000 in GPF appropriations from FY 2019-20 allocated to workforce training programs that have not yet been programmed or allocated.

7) The COVID crisis requires reexamining our plans for expansions. It is imperative that we examine repurposing these funds on COVID related public health and safety measures in the short term. What is the state of the ShotSpotter expansion funding? (#32 of FY19-21 Budget Exhibit 2) [McElhaney]

OPD has committed to city leaders and the community to be an Intelligence led organization. This model of policing calls for the use of data to combat crime and disparities in police encounters. OPD began using this model within the Ceasefire Division in 2012. It has since expanded to the operational model of the entire agency. Having data on where gunfire is occurring within the city is essential. The below points will detail the rationale for maintaining the Shotspotter service to aid in our public safety efforts.

Area Command Deployment

Area Commanders utilize Shotspotter to determine the specific areas or location to deploy resources to prevent shootings and instances of gun violence in these areas. Citizens who resided outside of the ShotSpotter zones (north of MacArthur Blvd) frequently express frustration at community meetings that their area is not covered by Shotspotter. We know that in many instances, citizens do not call and report hearing gunshots. With this technology we know when gunfire is occurring regardless if someone calls or not and can respond. Community members feel that we care when they see officers out of their cars in an area where shots had just been fired and the officers are picking up expended casings that have been left behind by the shooters.

OPD CGIC Partnership

OPD is in partnership with the ATF and other surrounding jurisdictions and has formed a Crime Gun Intelligence Center at OPD. Staff have received training, visited the ATF laboratory in Alabama and began operating the CGIC at OPD. The goal of CGIC is to connect guns to crimes that have occurred. This is done by rapidly analyzing expended casings or what is commonly known as "shell casings". We know that there are many unreported shooting incidents in Oakland, particularly among street gangs. Shotspotter provides the precise location of shooting. On 415 Gunshots calls for service, we are able to recover shell casings at those scenes. Those casings are analyzed and connected to other shootings across the city and other cities. This is a key investigative benefit which allows us to connect guns to shootings through ballistics.

Reduction In Disparities

OPD has made progress in reducing disparities on stops of people of color. Certainly, more progress is needed in this area. When looking at the instances of gunfire in the city, communities of color are disproportionately affected by gunfire according to the data. When there is gunfire, the Shotspotter system directs staff to the precise location of the gunfire. Generally, when citizens call and report gunshots, the precise location is not known. Some callers can be blocks away from the shots. Without Shotspotter, we would be forced to search an area of a few blocks. This could lead to our staff contacting people on the streets within that area trying to determine where the shots were coming from. A simple contact with an officer merely asking the question "have you guys heard any gunshots", could lead to a negative contact and leave innocent citizens who are two blocks from the gunfire feeling that the police profiled them and felt they were responsible for shots being fired. With the Shotspotter system, our staff can go directly to the location of the gunfire and do not have to search for clues or contact people over a radius of a few blocks.

Criminal Investigation Division

Our investigators have the ability to listen to the gunfire sequence on the investigations they are tasked with solving. Investigators know if more than one gun was firing at the scene as soon as the listen to the

Shotspotter recording. This is a significant advantage in a criminal investigation. During my tenure in Homicide, Shotspotter was new and our clearance rate hovered around 50-55 percent. In the last several years, I have seen points where our clearance rates were in the 70 to 80 percentile range. That is significant. If we cannot prevent homicides in our city, solving them is our next best tool and is also a deterrent for those involved in gun violence. Removing the tools that our investigators have at their disposal in piecing together what occurred at a shooting scene would not be in the interest of solving cases and bringing justice to all involved. I was a part of an investigation in 2015 in West Oakland where an innocent 30-year-old woman named Chyemil Pierce was killed in the 2800 block of Chestnut. Rival gangs began shooting at each other and Pierce was shot and killed while trying to shield her children from the bullets. There were 8 people shooting and we were able to arrest and prosecute 6 of them. We heavily relied on Shotspotter to determine what occurred in this case by listening to the order of the shots. This was a tragedy that has unfortunately occurred many times in our city and we have used this technology to assist us in solving these types of cases.

Rapid Response to Shooting Victims

Through the use of Shotspotter, officers in the field are able to be notified when gunfire is near them within seconds. Officers can self-deploy without being dispatched once the Shotspotter alert shows up on their in-car computer. This has allowed staff to arrive on shooting scenes within moments and begin providing first-aid to shooting victims in situations where every moment counts.

Intervention Partners

OPD has several intervention partners, such as Oakland Unite, that we provide information to which they use to deploy their staff into Areas that are significantly impacted by gunfire. As an example, we recently had 186 shots fired on a street in East Oakland. During our regular meetings with our community-based intervention partners, we can advise them of the gunfire activity so that they will know what areas to focus on and so that their staff can be vigilant about their own safety in areas experiencing increased gunfire.

The Los Angeles Police Department has 9,000 officers. They have the ability to assign 50 officers to one investigation. We do not have those types of resources at OPD so we have to rely on tools and technology such as Shotspotter, to give us every possible advantage to reduce gun violence in our city. We have been able to cut shootings and homicides in half since 2012. I recall when I first joined OPD as a Cadet in 1993, there were 170 homicides. We have made significant progress since those days and we can still do even better that we have over the last 6 years. It will require is continuing to work smarter and utilizing technology to fight crime and keep our community safe.

8) How much \$ is allocated toward OPD's PIO team? What are the duties aligned to each Communications person? How much savings would come from reducing the unity by 25% 50%? [Taylor]

The PIO Unit is comprised of 3 FTE positions (2 Police Officers and 1 Assistant to the Director) at a total cost of \$749,792. Reducing the unit by 1 FTE will not reduce the Department's budget as the Officer position would be reassigned back to their original assignment and a Patrol Officer would need to be called in to handle media when the sworn PIO is out. The Assistant to the Director position works with the PIOs in addition to other responsibilities. The below table details the fully burdened cost per position.

Job	FTE	Cost
Police Officer (PERS).PS168	1	256,303
Police Officer (PERS).PS168	1	247,694
Assistant to the Director.EM118	1	245,795
TOTAL	3	749,792

Sworn PIOs: Spokesperson(s) for the department, coordinate with investigators and commanders the release of public case information, prepare and distribute press releases and media advisories, assist with public disclosure requests, review media pass applications, seek and develop newsworthy stories,

maintain communications with field commanders during major incidents, respond to media inquiries, respond to requests to film police facilities, be available for advice on information that can be released about specific cases, arrestee information and incidents. Coordinate with other law enforcement PIOs on intra-agency public information matters.

Asst. to the Director (Strategic Communications Director): As a key advisor, the Communications Strategist will develop, manage, and execute cohesive communications strategies and tactics to address complex, high-profile issues; provide thought, leadership and analysis. Create department annual report. Support executive communications to reach a wide array of audiences, including internal stakeholders (command, non-sworn, and sworn staff) and external audiences such as elected and appointed officials, organized labor, community and business organizations, neighborhood and faith leaders, and others. Duties of the Asst. to the Director include duties in addition to public information.

9) What cost savings would be achieved from consolidating Areas 1,2, and 3 in BFO1 into only 2 Areas? What positions could be eliminated? What would the tradeoffs be of making such a move? NOTE: This idea seems worth considering given the disproportionate call volume in Areas 4/5(66%) vs. Areas 1/2/3 (33%). [Taylor]

Consolidating Areas 1, 2, and 3 into two Areas would not free up officers. Front line staff are assigned by beats and without redrawing beat boundaries, collapsing an Area would have no impact. Further, to comply with our required span of control, we would still need the same number of sergeants to supervise officers. The greatest impact in consolidating BFO1 Areas would be at the Captain level. One less Area would free up a Captain (and possibly a SRS lieutenant). Given that we are currently overstaffing captains and lieutenants by one position beyond our authorized strength, the positions would be re-directed to other assignments. We could also re-direct some SRS resources to Areas 4 and 5 with one less BFO1 Area (however, with our current focus on violence, we can re-direct SRS resources at any time). With an Area reduction, the other two Area Commanders in BFO1 would absorb the additional workload and be responsible for increased community expectations. Additionally, with the potential of fewer BFO1 SRS teams (primarily CRTs), there would be reduced ability to address violence in BFO1. There would be no cost savings from consolidating Areas 1, 2, and 3 into two Areas.

10) How much will it cost to increase OPD's investment into the OK Program to a full unit of 8 officers who will be dedicated to implementing OK's vision of XXX XXX? What, if any, additional costs are needed to have this unit report to a Deputy Chief or higher in the organization? [Taylor]

The cost to increase OPD's investment into the OK Program from 6 Officers to 8 Officers is \$417,540. There is no additional cost to have the unit report to a Deputy Chief or Captain. Organizationally, the OK Program could report a Deputy Chief. However, from a supervisory standpoint, it would be not good practice for an executive position to conduct day to day supervision of staff. Layers of command exist between the Deputy Chief and OK Program Sergeant. If there is a desire for higher level command involvement, it could begin at the Captain level.

11) What will the costs be for OPD to assume responsibility for OUSD's public safety needs should the school district eliminate their Police force? [Taylor]

To determine the appropriate staffing levels, we would need to understand the roles and responsibilities of OUSD PD and the commitments and expectations of OPD from the school district. Existing staff would not be able to absorb the calls and additional staff would need to be hired. Further, an assessment would need to be made about additional support resources (admin sergeants, IAD staff, training, etc.). With that, the absorption of the OUSD budget would not get us the same number of personnel. Taking on the additional work would require adding money to the OPD budget (along with additional cost for overtime expenditures).

Based on preliminary information, OPD estimates that it would take 14 officers and 2 sergeants to staff OUSD.

Position	Cost/FTE	# of FTE	Total Cost of New Positions
Police Officer (PERS) PS168	208,770	14	2,922,780
Sergeant of Police (PERS) PS179	277,815	2	555,630
TOTAL			3,478,410

12) What vacancies exist in the Litter Enforcement Officers team? How close are they to getting filled? [Taylor]

There is one (1) vacant Environmental Enforcement Officer position, and one (1) vacant Administrative Analyst I position in the Environmental Enforcement Program. Requisitions have been submitted for both positions and OPW is awaiting approval to proceed. After approval is received interviews will be scheduled to fill the vacancies. These positions are critical to enhanced illegal dumping enforcement efforts, and remodeling of the surveillance camera and rewards program.

13) What are the restrictions (if any) on the use of the multi-purpose Reserve (1750) spending? What specific projects are the reserve balances already allocated? [Taylor]

Off-street parking facilities revenue is restricted by Council policy to parking facility construction and operation.

Parking and garage revenues have seen sharp declines due to COVID-19. As of May FY 2019-20, this fund has a revenue shortfall of approximately \$3.3M. The existing fund balance will be used to cover the revenue loss in the current year and to cover any potential losses in FY 2020-21. Due to the decline in revenue, staff is not recommending appropriating against the fund balance at this time.

14) How much \$ is needed for the implementation of the city-wide performance management system that the City Administrators Office has been planning for over the past year?

Implementation will be done within existing budget. No additional funding requested/budgeted.

15) What specific projects, if any, are designated for use of the 2013 LED Streetlight Fund (6013) Fund Balance? [Taylor]

There are no specific projects designated for this fund. Resolution 84351 authorized lease financing of the LED Streetlight Project which replaced existing cobra head street lights with LED street lights citywide. The 2013 LED Streetlight Fund is budgeted specifically for obligated debt repayments.

a) How much will it cost per streetlight to add street lights to improve safety and security in neighborhoods?

A rough estimate is \$60K for each street light which includes \$7K for the street light, 200 feet of conduit, 2 pull boxes, service connection, design and construction management fee. Pedestrian scale lighting could cost up to \$10K more per light. Additionally, ped scale lighting is often closer together than regular street lights, so that will require more lights.

16) From Fund 1030, there is a \$100k reduction in O&M for the Dept of Race & Equity. Why is this department's budget being reduced? What impact will this reduction have? [Taylor]

This will not impact the Department of Race & Equity activities. The intent of this allocation was for the Department to facilitate a study on the racial impacts of the tax proceed allocations. The FY 2019-20 \$100K allocation has not yet been spent and assuming it is retained and carried forward, the SSBT board considers this amount sufficient for the intended equity analysis.

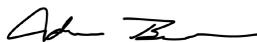
17) Fund 1710 (Recycling program) appears to have a balance of \$630k. What will be the impact on the fund if we keep the 1.00 FTE Urban Economic Analyst in the fund instead of transferring the position to the General Purpose Fund? [Taylor]

City Ordinance 13272 C.M.S. designates a portion of the fees received from Waste Management to be an "AB 939 Fee" that is allocated to Fund 1710 for the expressed purpose of funding activities related to meeting the goals set forth in the County Integrated Waste Management Plan. Those activities are listed in the ordinance and include Recycling Market Development Zone (RMDZ). Economic & Workforce Development (EWD) previously administered the Oakland/Berkeley RMDZ which justified funding an Urban Economic Analyst III (UEA III) position from 1710. However, with the retirement of the incumbent UEA III and the County's taking over of the RMDZ with a pilot project, not only is there no need to have a UEA position in EWD dedicated to RMDZ administration, there is no longer a rationale to fund this position out of Fund 1710. Continuing to do so and related expenditures would be a misuse of mandated funds.

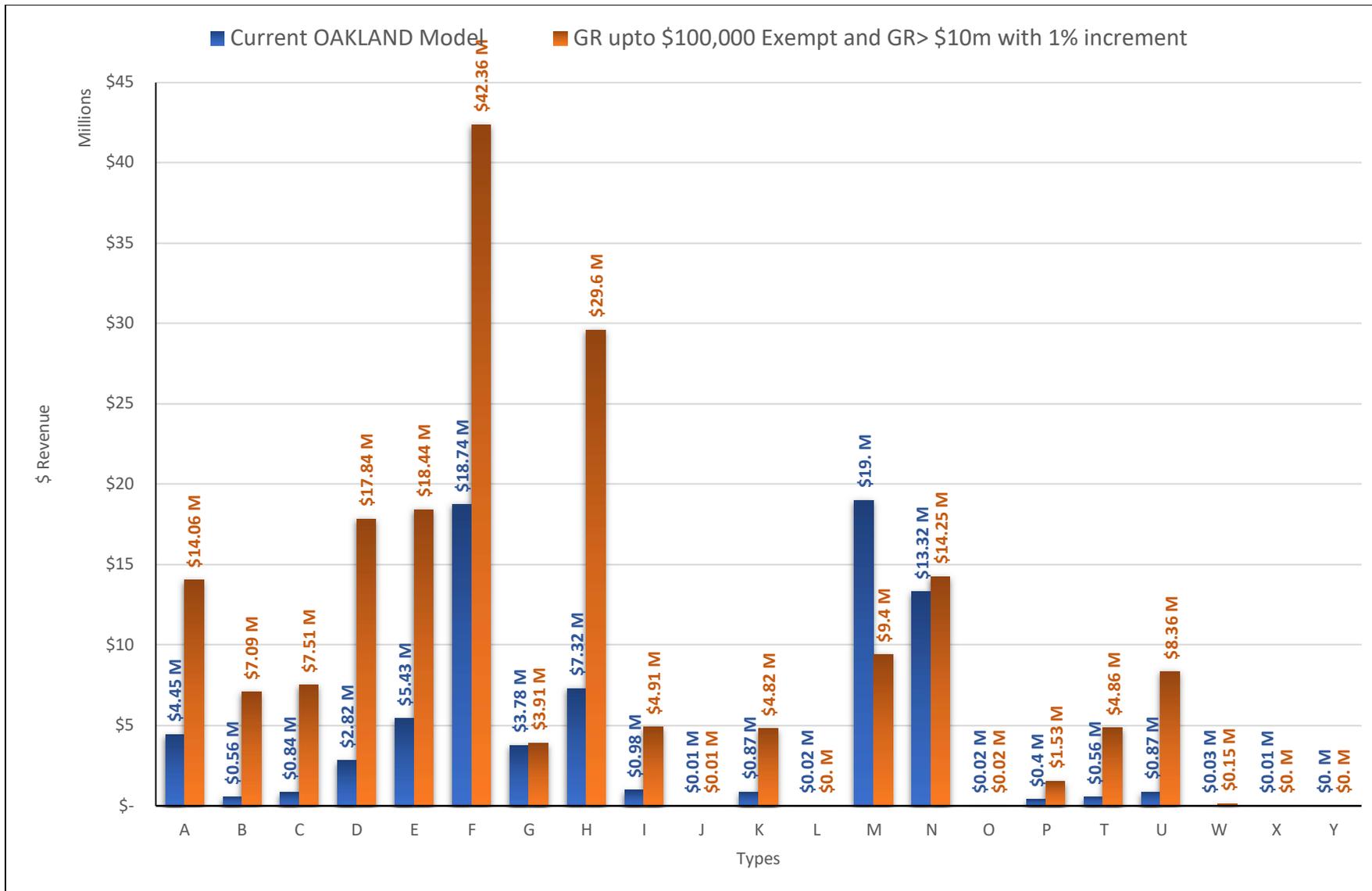
The current fund balance is partly the result of prolonged unfilled vacancies. In addition, a healthy 1710 fund balance will be needed to meet new demands placed on the City per SB 1383, the State's new Short-Lived Climate Pollutants (SLCP): Organic Waste Methane Emissions Reduction Act. The City will need resources to support local food recovery and food waste reduction programs.

For questions, please contact Lisa Agustin, Budget Administrator, at (510) 238-2989.

Respectfully submitted,



ADAM BENSON
Director of Finance



Rate Types	No. of Businesses	Current OAKLAND Model	Current OAKLAND Rate	GR upto \$100,000 Exempt and GR> \$10m with 1% increment	CM Kaplan Proposed Rate	Revenue Increase	% Increase
A - RETAIL SALES	5477	\$ 4,452,890	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 14,055,742	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 9,602,852	215.65%
B - GROCERS	342	\$ 560,558	GR <= \$100,000 pays \$60 & GR > \$100,000 pays \$0.60 per \$1,000	\$ 7,085,845	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$0.60 per \$1,000 & GR > \$10M pays \$1.60 per \$1,000	\$ 6,525,287	1164.07%
C - AUTOMOBILE SALES	116	\$ 844,755	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 7,508,574	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 6,663,820	788.85%
D - WHOLESALE SALES	784	\$ 2,824,511	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 17,843,879	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 15,019,368	531.75%
E - BUSINESS/PERSONAL SVCS	7933	\$ 5,433,650	GR <= \$33,335 pays \$60 & GR > \$33,335 pays \$1.80 per \$1,000	\$ 18,437,822	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.80 per \$1,000 & GR > \$10M pays \$2.80 per \$1,000	\$ 13,004,172	239.33%
F - PROFESSIONAL/SEMI-PROFESSIONAL	8593	\$ 18,742,460	GR <= \$16,666 pays \$60 & GR > \$16,666 pays \$3.6 per \$1,000	\$ 42,359,956	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$3.60 per \$1,000 & GR > \$10M pays \$4.60 per \$1,000	\$ 23,617,495	126.01%
G - RECREATION/ENTERTAINMENT	522	\$ 3,783,210	GR <= \$13,335 pays \$60 & GR > \$13,335 pays \$4.5 per \$1,000	\$ 3,907,752	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$4.50 per \$1,000 & GR > \$10M pays \$5.50 per \$1,000	\$ 124,542	3.29%
H - CONTRACTORS	5608	\$ 7,319,139	GR <= \$33,335 pays \$60 & GR > \$33,335 pays \$1.80 per \$1,000	\$ 29,602,987	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.80 per \$1,000 & GR > \$10M pays \$2.80 per \$1,000	\$ 22,283,848	304.46%
I - MANUFACTURING	870	\$ 975,186	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 4,905,281	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 3,930,096	403.01%
J - MANUFACTURING 2	9	\$ 6,183	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 5,920	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ (263)	-4.25%
K - ADMIN HEADQUARTERS	110	\$ 872,319	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 4,817,616	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 3,945,297	452.28%
L - TRUCKING/TRANSPORTATION	348	\$ 20,880	Based on number of Full-Time Employees	\$ -	Based on number of Full-Time Employees	\$ (20,880)	-100.00%
M - RESIDENTIAL RENTAL PROPERTY	25367	\$ 18,998,886	GR <= \$1,000 pays \$13.95 & GR > \$1,000 pays \$13.95 per \$1,000	\$ 9,402,032	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$13.95 per \$1,000 & GR > \$10M pays \$23.95 per \$1,000	\$ (9,596,854)	-50.51%
N - COMMERCIAL RENTAL PROPERTY	3561	\$ 13,319,583	GR <= \$1,000 pays \$13.95 & GR > \$1,000 pays \$13.95 per \$1,000	\$ 14,245,597	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$13.95 per \$1,000 & GR > \$10M pays \$23.95 per \$1,000	\$ 926,014	6.95%
O - COMMERCIAL RENTAL	4	\$ 24,921	GR <= \$33,335 pays \$60 & GR > \$33,335 pays \$1.80 per \$1,000	\$ 24,861	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.80 per \$1,000 & GR > \$10M pays \$2.80 per \$1,000	\$ (60)	-0.24%
P - HOTEL/MOTEL	203	\$ 404,819	GR <= \$33,335 pays \$60 & GR > \$33,335 pays \$1.80 per \$1,000	\$ 1,532,055	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.80 per \$1,000 & GR > \$10M pays \$2.80 per \$1,000	\$ 1,127,236	278.45%
T - MEDIA FIRMS	67	\$ 560,729	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 4,856,054	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 4,295,325	766.02%
U - UTILITY COMPANIES	179	\$ 873,870	GR <= \$60,000 pays \$60 & GR > \$60,000 pays \$1.00 per \$1,000	\$ 8,356,854	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.00 per \$1,000 & GR > \$10M pays \$2.00 per \$1,000	\$ 7,482,984	856.30%
W - MISCELLANEOUS	26	\$ 29,449	GR <= \$50,000 pays \$60 & GR > \$50,000 pays \$1.20 per \$1,000	\$ 145,885	GR <= \$100,000 pays \$0 & GR > \$100,000 but <=10M pays \$1.20 per \$1,000 & GR > \$10M pays \$2.20 per \$1,000	\$ 116,435	395.37%
X - TAXICABS	90	\$ 5,400	Based on number of Permits	\$ -	Based on number of Permits	\$ (5,400)	-100.00%
Y - AMBULANCES & LIMOUSINES	27	\$ 1,620	Based on number of Vehicles	\$ -	Based on number of Vehicles	\$ (1,620)	-100.00%
Total	60,236	\$ 80,055,018		\$ 189,094,713		\$ 109,039,694	136.21%